



Competency Framework

Director: Corporate Services

[Handwritten signature]
[Handwritten initials]

www.george.gov.za

044 801 9111

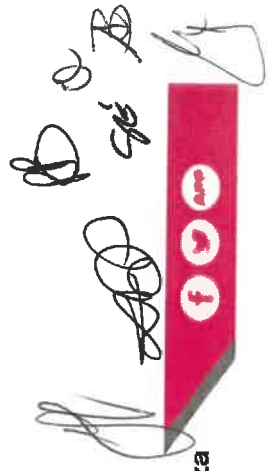
71 York Street, George | PO Box 19, George, 6530



[Handwritten mark]

CLUSTER : _____
COMPETENCY NAME : Strategic Direction and Leadership
COMPETENCY DEFINITION : Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.
ACHIEVEMENT LEVELS

ACHIEVEMENT LEVELS	COMPETENT	ADVANCED	SUPERIOR
BASIC <ul style="list-style-type: none"> Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate. Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. Demonstrate basic understanding of key decision makers. 	<ul style="list-style-type: none"> Give direction to a team in realising the institution's strategic mandate and set objectives. Has a positive impact and influence on the morale, engagement and participation of team members. Develop action plans to execute and guide strategy. Assist in defining performance measures to monitor the progress and effectiveness of the institution. Displays an awareness of institutional structures and political factors. Effectively communicate barriers to execution to relevant parties. Provide guidance to all stakeholders in the achievement of the strategic mandate. 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent. Display in-depth knowledge and understanding of strategic planning. Align strategy and goals across all functional areas. Actively define performance measures to monitor the progress and effectiveness of the institution. Consistently challenge strategic plans to ensure relevance. Understand institutional structures and political factors, and the consequences of actions. Empower others to follow the strategic direction and deal with complex situations. 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities. Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. Hold self-accountable for strategy execution and results. Provide impact and influence through building and maintaining strategic relationships. Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. Integrate various systems into a collective whole to optimize institutional performance management. Uses understanding of competing interests to maneuver successfully to a win/win outcome.



- Understand the aim and objectives of the institution and relate it to own work.
- Guide the institution through complex and ambiguous concern.
- Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.



CLUSTER :
COMPETENCY NAME :
COMPETENCY DEFINITION :

LEADING COMPETENCIES

People Management

Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.

ACHIEVEMENT LEVELS

BASIC

- Participate in team goalsetting and problem solving.
- Interact and collaborate with people of diverse backgrounds.
- Aware of guidelines for employee development, but requires support in implementing development Initiatives.

COMPETENT

- Seek opportunities to increase team contribution and responsibility.
- Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.
- Effectively delegate tasks and empower others to increase contribution and execute functions optimally.
- Apply relevant employee legislation fairly and consistently.

ADVANCED

- Identify ineffective team and work processes and recommend remedial interventions.
- Recognise and reward effective and desired behavior.
- Provide mentoring and guidance to others in order to increase personal effectiveness.
- Identify development and learning needs within the team.

SUPERIOR

- Develop and incorporate best practice people management processes, approaches and tools across the institution.
- Foster a culture of discipline, responsibility and accountability.
- Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
- Develop comprehensive integrated strategies and approaches to human capital development and management.
- Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

CLUSTER :

LEADING COMPETENCIES

[Handwritten signatures and initials]



COMPETENCY NAME :

Program and Project Management

COMPETENCY DEFINITION :

Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.

ACHIEVEMENT LEVELS

BASIC

- Initiate projects after approval from higher authorities.
- Understand procedures of program and project management methodology, implications and stakeholder involvement.
- Understand the rational of projects in relation to the institution's strategic objectives.
- Document and communicate factors and risk associated with own work.

COMPETENT

- Establish broad stakeholder involvement and communicate the project status and key milestones.
- Define the roles and responsibilities of the project team and create clarity around expectations.
- Find a balance between project deadline and the quality of deliverables.
- Identify appropriate project resources to facilitate the effective completion of the deliverables.

ADVANCED

- Manage multiple programs and balance priorities and conflicts according to institutional goals.
- Apply effective risk management strategies through impact assessment and resource requirements.
- Modify project scope and budget when required without compromising the quality and objectives of the project.
- Involve top-level authorities and relevant stakeholders in seeking project buy-in.

SUPERIOR

- Understand and conceptualize the long-term implications of desired project outcomes.
- Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.
- Influence people in positions of authority to implement outcomes of projects
- Lead and direct translation of policy into workable action plans
- Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.

- Comply with statutory requirements and apply policies in a consistent manner.
- Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.

- Identify and apply contemporary project management methodology
- Influence and motivate project team to deliver exceptional results.
- Monitor policy implementation and apply procedures to manage risks.



71 York Street, George | PO Box 19, George, 6530



044 801 9111



www.george.gov.za



[Handwritten signatures and initials]

CLUSTER : LEADING COMPETENCIES
COMPETENCY NAME : Financial Management
COMPETENCY DEFINITION : Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner

ACHIEVEMENT LEVELS	COMPETENT	ADVANCED	SUPERIOR
BASIC <ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems Understand the importance of financial accountability Understand the importance of asset control. 	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate Assess, identify and manage financial risks. Assume a cost-saving approach to financial management. Prepare financial reports based on specified formats. Consider and understand the financial implications of decisions and suggestions. Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated. Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget. 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility. Prepare budgets that are aligned to the strategic objectives of the institution. Address complex budgeting and financial management concerns. Put systems and processes in place to enhance the quality and integrity of financial management practices. Advise on policies and procedures regarding asset control. Promote National Treasury's regulatory framework for Financial Management. 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends. Set budget frameworks for the institution. Set strategic direction for the institution on expenditure and other financial processes. Build and nurture partnerships to improve financial management and achieve financial savings. Actively identify and implement new methods to improve asset control. Display professionalism in dealing with financial data and processes.

CLUSTER :

LEADING COMPETENCIES

COMPETENCY NAME :

Change Leadership

COMPETENCY DEFINITION :

Able to direct and initiate Institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.

ACHIEVEMENT LEVELS

BASIC

- Display an awareness of change interventions and the benefits of transformation initiatives.
- Able to identify basic needs for change.
- Identify gaps between the current and desired state.
- Identify potential risk and challenges to transformation, including resistance to change factors.
- Participate in change programs and piloting change interventions.
- Understand the impact of change interventions on the institution within the broader scope of local government.

COMPETENT

- Perform an analysis of the change impact on the social, political and economic environment.
- Maintain calm and focus during change.
- Able to assist team members during change and keep them focused on the deliverables.
- Volunteer to lead change efforts outside of own work team.
- Able to gain buy-in and approval for change from relevant stakeholders.
- Identify change readiness levels and assist in resolving resistance to change factors.
- Design change interventions that are aligned with the institution's strategic objectives and goals.

ADVANCED

- Actively monitor change impact and results and convey progress to relevant stakeholders.
- Secure buy-in and sponsorship for change initiatives.
- Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.
- Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.
- Take the lead in impactful change programs.
- Benchmark change interventions against best change practices.

SUPERIOR

- Sponsor change agents and create a network of change leaders who support the interventions.
- Actively adapt current structures and processes to incorporate the change interventions.
- Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
- Motivate and inspire others around change initiatives.



71 York Street, George | PO Box 19, George, 6530



044 801 9111



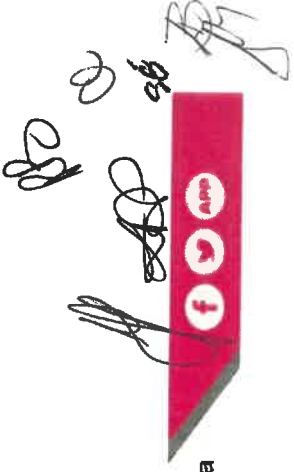
www.george.gov.za



Handwritten signatures and initials: JAD, 96, B, and a stylized signature.

CLUSTER : LEADING COMPETENCIES
COMPETENCY NAME : Governance Leadership
COMPETENCY DEFINITION: Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.

ACHIEVEMENT LEVELS	COMPETENT	ADVANCED	SUPERIOR
BASIC <ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements. • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders. • Provide input into policy formulation. 	<ul style="list-style-type: none"> • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. • Actively drive policy formulation within the institution to ensure the achievement of objectives. 	<ul style="list-style-type: none"> • Able to link risk initiatives into key institutional objectives and drivers. • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives. • Demonstrate a thorough understanding of risk retention plans. • Identify and implement comprehensive risk management systems and processes. • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement. 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements. • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework. • Able to advise local government on risk management, best practice interventions and compliance management. • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government. • Able to shape, direct and drive the formulation of policies on a macro level.



CORE COMPETENCIES

Moral Competence

Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence

ACHIEVEMENT LEVELS

BASIC

- Realise the impact of acting with integrity, but requires guidance and development in implementing principles.
- Follow basic rules and regulations of the institution.
- Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.

COMPETENT

- Conduct self in alignment with the values of local government and the institution.
- Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.
- Actively report fraudulent activity and corruption with local government.
- Understand and honor the confidential nature of matters without seeking personal gain.

ADVANCED

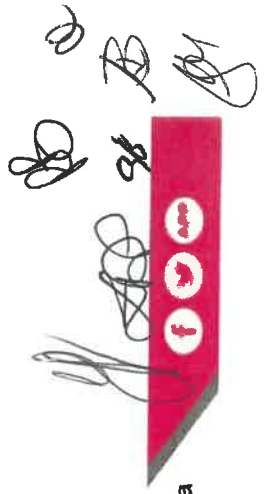
- Identify, develop and apply measures of self-correction.
- Able to gain trust and respect through aligning actions with commitments.
- Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.
- Present values, beliefs and ideas that are congruent with the institution's rules and regulations.

SUPERIOR

- Create an environment conducive of moral practices.
- Actively develop and implement measures to combat fraud and corruption.
- Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
- Take responsibility for own actions and decisions, even if the consequences are unfavorable.

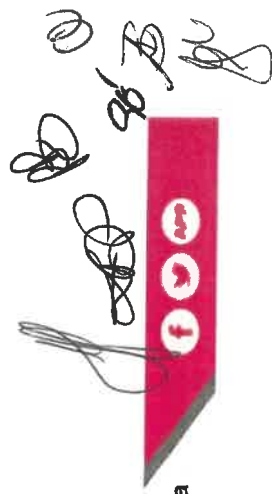
- Takes an active stance against corruption and dishonesty when noted.
- Actively promote the value of the institution to internal and external stakeholders.
- Able to work in unity with a team and not seek personal gain.
- Apply universal moral principles consistently to achieve moral decisions. .

- Able to deal with situations of conflict of interest promptly and in the best interest of local government.



CLUSTER : _____ **CORE COMPETENCIES**
COMPETENCY NAME : _____ **Planning and Organising**
COMPETENCY DEFINITION : _____ **Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.**

ACHIEVEMENT LEVELS	COMPETENT	BASIC	COMPETENT
BASIC	<ul style="list-style-type: none"> Actively and appropriately organise information and resources required for a task. Recognise the urgency and importance of tasks. Balance short and long-term plans and goals and incorporate into the team's performance objectives. Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. Measures progress and monitor performance results. 	<ul style="list-style-type: none"> Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation. Identify in advance required stages and actions to complete tasks. Schedule realistic timelines, objectives and milestones for tasks and projects. Produce clear, detailed and comprehensive plans to achieve institutional objectives. Identify possible risk factors and design and implement appropriate contingency plans. Adapt plans in light of changing circumstances. Prioritise tasks and projects according to their relevant urgency and importance. 	<ul style="list-style-type: none"> Focus on broad strategies and initiatives when developing plans and actions. Able to protect and forecast short, medium and long term requirements of the institution and local government. Translate policy into relevant projects to facilitate the achievement of institutional objectives.
	<ul style="list-style-type: none"> Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. Able to follow existing plans and ensure that objectives are met. Focus on short-term objectives in developing plans and action.s Arrange information and resources required for a task, but require further structure and organization. 		



CLUSTER : _____ CORE COMPETENCIES

COMPETENCY NAME : _____ Analysis and Innovation

COMPETENCY DEFINITION : _____ Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives

ACHIEVEMENT LEVELS

BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> Understand the basic operation of analysis, but lack detail and thoroughness. Able to balance independent analysis with requesting assistance from others. Recommend new ways to perform tasks within own function. Propose simple remedial interventions that marginally challenges the status quo. Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking. 	<ul style="list-style-type: none"> Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations. Demonstrate objectivity, insight and thoroughness when analysing problems. Able to break down complex problems into manageable parts and identify solutions. Consult internal and external stakeholders on opportunities to improve processes and service delivery. Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders. Continuously identify opportunities to enhance internal processes. Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention. 	<ul style="list-style-type: none"> Coaches team members on analytical and innovative approaches and techniques. Engage with appropriate individuals in analysing and resolving complex problems. Identify solutions on various areas in the institution. Formulate and implement new ideas throughout the institution. Able to gain approval and buy-in for proposed interventions from relevant stakeholders. Identify trends and best practices in process and service delivery and propose institutional application. Continuously engage in research to identify client needs. 	<ul style="list-style-type: none"> Demonstrate complex analytical and problem solving approaches and techniques. Create an environment conducive to analytical and fact-based problem solving. Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence. Create an environment that fosters innovative thinking and follows a learning organisation approach. Be a thought leader on innovative customer service delivery and process optimization. Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.



71 York Street, George | PO Box 19, George, 6530



044 801 9111



www.george.gov.za



[Handwritten signatures and initials]

CLUSTER : CORE COMPETENCIES

COMPETENCY NAME : Knowledge and Information Management

COMPETENCY DEFINITION : Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government

ACHIEVEMENT LEVELS

BASIC

- Collect, categorise and track relevant information required for specific tasks and projects.
- Analyse and interpret information to draw conclusions.
- Seek new sources of information to increase the knowledge base.
- Regularly share information and knowledge with internal stakeholders and team members.

COMPETENT

- Use appropriate information systems and technology to manage institutional knowledge and information sharing.
- Evaluate data from various sources and use information effectively to influence decisions and provide solutions.
- Actively create mechanisms and structures for sharing information.

ADVANCED

- Effectively predict future information and knowledge management requirements and systems.
- Develop standards and processes to meet future knowledge management needs.
- Share and promote best-practice knowledge management across various institutions.

SUPERIOR

- Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
- Establish partnerships across local government to facilitate knowledge management.
- Demonstrate a mature approach.

- Establish accurate measures and monitoring systems for knowledge and information management.
- Create a culture conducive of learning and knowledge sharing.
- Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.

- Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.

CLUSTER : CORE COMPETENCIES

COMPETENCY NAME : Communication



COMPETENCY DEFINITION :

Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.

ACHIEVEMENT LEVELS

BASIC

- Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.
- Express ideas in a clear and focused manner, but does not always take the audience into consideration.
- Disseminate and convey information and knowledge adequately.

COMPETENT

- Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.
- Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.
- Adapt communication content and style to suit the audience and facilitate optimal information transfer.
- Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.

ADVANCED

- Effectively communicate high-risk and sensitive matters to relevant stakeholders.
- Develop a well-defined communication strategy.
- Balance political perspectives with institutional needs when communicating viewpoints on complex issues.
- Able to effectively direct negotiations around complex.

SUPERIOR

- Regarded as a specialist in negotiations and representing the institution.
- Able to inspire and motivate others through positive communication that is impactful and relevant.
- Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
- Able to coordinate negotiations at different levels within local government and externally.

- Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.
- Able to communicate with the media with high levels of moral competence and discipline.

[Handwritten signatures and initials]



71 York Street, George | PO Box 19, George, 6530



044 801 9111



www.george.gov.za



CLUSTER : _____ **CORE COMPETENCIES**
COMPETENCY NAME : _____ **Results and Quality Focus**
COMPETENCY DEFINITION : _____ **Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.**
ACHIEVEMENT LEVELS

ACHIEVEMENT LEVELS	COMPETENT	ADVANCED	SUPERIOR
<p>BASIC</p> <ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters. Show a basic commitment to achieving the correct results. Produce the minimum level of results required in the role. Produce outcomes that is of a good standard. Focus on the quantity of output but requires development in incorporating the quality of work. Produce quality work in general circumstances, but fails to meet expectation when under pressure. 	<ul style="list-style-type: none"> Focus on high-priority actions and does not become distracted by lower-priority activities. Display firm commitment and pride in achieving the correct results. Set quality standards and design processes and tasks around achieving set standards. Produce output of high quality. Able to balance the quantity and quality and quality of results in order to achieve objectives. Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed. 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output. Focus on the end result and avoids being distracted Demonstrate a determined and committed approach to achieving results and quality standards. Follow task and projects through to completion. Set challenging goals and objectives to self and team and display commitment to achieving expectations. Maintain a focus on quality outputs when placed under pressure. Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution. 	<ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results. Develop challenging, client-focused goals and sets high standards for personal performance. Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required. Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations. Take appropriate risks to accomplish goals. Overcome setbacks and adjust action plans to realise goals. Focus people on critical activities that yield a high impact.

[Handwritten signatures and initials]

